

## Higher National Unit Specification

### General information for centres

**Unit title:** Golf Facility Management: An Introduction

**Unit code:** DF9H 34

**Unit purpose:** On completion of the Unit the candidate should be able to describe the management of golf and identify the factors that contribute to the success of a golf facility.

On completion of the Unit the candidate should be able to:

1. Describe the growth of golf in the home country and the factors which have contributed to this growth.
2. Identify the various types of golf facility and their management structure within the home country for one facility.
3. Identify factors which contribute to the success of a golf facility.

**Credit value:** 1 HN Credit at SCQF level 7: (8 SCQF credit points at SCQF level 7\*)

*\*SCQF credit points are used to allocate credit to qualifications in the Scottish Credit and Qualifications Framework (SCQF). Each qualification in the Framework is allocated a number of SCQF credit points at an SCQF level. There are 12 SCQF levels, ranging from Access 1 to Doctorates.*

**Recommended prior knowledge and skills:** There are no specific recommendations on prior knowledge and skill, although the candidate should have a rudimentary knowledge of the game of golf and the different types of golf facility prior to starting the unit.

**Core skills:** There may be opportunities to gather evidence towards core skills in this Unit, although there is no automatic certification of core skills or core skills components.

**Context for delivery:** This Unit is delivered as part of the group award in Sports and Recreation management. It is recommended that it should be taught and assessed within the subject area of the group award to which it contributes.

## **General information for centres (cont)**

**Assessment:** It is recommended that assessment for the unit is integrated for Outcomes 1 and 2, with Outcome 3 standing alone. Appropriate assessment for Outcomes 1 and 2 should be undertaken through a combination of written assignment and oral presentation. Outcome 3 should be assessed by written assignment and appraisal of an existing golf course. Written work for Outcomes 1 and 2 should comprise a report of 1000 – 1500 words, supplemented by an oral presentation of 5 to 10 minutes. For Outcome 3 a report of 1000 words on the factors that make a good golf course, and a 1000 word appraisal of an existing golf course will be appropriate.

## **Higher National Unit specification: statement of standards**

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The sections of the Unit stating the Outcomes, knowledge and/or skills, and evidence requirements are mandatory.

Where evidence for Outcomes is assessed on a sample basis, the whole of the content listed in the knowledge and/or skills section must be taught and available for assessment. Candidates should not know in advance the items on which they will be assessed and different items should be sampled on each assessment occasion.

### **Outcome 1**

Describe the growth of golf in the home country and the factors which have contributed to this growth.

#### **Knowledge and/or skills**

- ◆ Participation trends
- ◆ Facility position
- ◆ Economic factors
- ◆ Commercialism
- ◆ Awareness

#### **Evidence requirements**

Candidates will need evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ Describe golf participation trends in the home country for a given period of no less than five years.
- ◆ Describe and explain the growth of facility provision in the home country.

#### **Assessment guidelines**

See Outcome 2

## **Higher National Unit specification: statement of standards (cont)**

**Unit title:** Golf Facility Management: An Introduction

### **Outcome 2**

Identify the various types of golf facility and their management structure within the home country for one facility.

#### **Knowledge and/or skills**

- ◆ Local authority, private members and commercial sector
- ◆ Driving ranges, traditional courses
- ◆ Management structure
- ◆ Playing facilities, practice facilities and retail facilities

#### **Evidence requirements**

Candidates will need evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ Identify and describe the range of facilities available in the home country.
- ◆ Compare and contrast the management structure for home country golf facilities.

Written and oral evidence is required for Outcomes 1 and 2.

The report will be not less than 1000 words and candidates will also present their findings orally in the form of a presentation using appropriate aids and / or handouts.

#### **Assessment guidelines**

It is suggested that a research report is used as the instrument of assessment for Outcomes 1 and 2. Candidates shall research and collect data and information to describe the growth of golf in the home country and the types of facility available. The report shall also include information relating to the management structure for two selected facilities.

### **Outcome 3**

Identify factors which contribute to the success of a golf facility.

#### **Knowledge and/or skills**

- ◆ General Principles of a successful golf facility
- ◆ Accessibility
- ◆ Levels of challenge
- ◆ Cost
- ◆ Design
- ◆ Aesthetics
- ◆ Staff

## **Higher National Unit specification: statement of standards (cont)**

**Unit title:** Golf Facility Management: An Introduction

### **Evidence requirements**

Candidates will need evidence to demonstrate their knowledge and/or skills by showing that they can:

- ◆ Identify and describe five factors which contribute to the success of a golf facility
- ◆ Identify the presence or absence of these factors at a golf facility to which a visit has been made.

The assessment will be in two parts.

- 1 A written description of 1000 words of what makes a successful golf facility.
- 2 A 1000 word evaluative report of an existing golf facility.

### **Assessment guidelines**

Candidates are required to carry out personal research and visit(s) to complete this Outcome.

## **Administrative Information**

<b>Unit code:</b>	DF9H 34
<b>Unit title:</b>	Golf Facility Management: An Introduction
<b>Superclass category:</b>	SF
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## **Higher National Unit specification: support notes**

### **Unit title:** Golf Facility Management: An Introduction

This part of the Unit specification is offered as guidance. The support notes are not mandatory.

While the exact time allocated to this Unit is at the discretion of the centre, the notional design length is 40 hours.

### **Guidance on the content and context for this Unit**

Where this unit is delivered outside Scotland, the term “home country” will apply as being appropriate.

Golf is, in some areas, an important component of local leisure and recreation provision, and in others is a significant contributor to tourist income, both in Scotland and internationally. As such it is important for managers of golf to have knowledge and understanding of the reasons for and structure of the golf industry in a relevant region or country. Such understanding allows for provision and management of a range of facilities appropriate to the expectations of the particular groups of golfers. Scotland, for example, has a golf industry dominated by members’ clubs whose activities and management is determined by the club constitution. These can serve members very well, but may be less responsive to the needs of visitors and tourists. This has obvious implications in areas where tourism is an important industry and where golf is seen as part of the provision for tourists. In contrast to this Scotland also has some of the most instantly recognisable and highly regarded golfing venues anywhere, attracting a discerning and international clientele. The expectations of these groups of golfers may vary greatly, and it is important that these variations are recognised and that appropriate management allows the variety of needs and expectations to be met. Understanding of golfers needs and expectations in all sectors of the golfing market, both in Scotland and overseas, is crucial to the provision and management of appropriate golfing facilities, based upon thinking of golfers as customers. Outcomes 1 and 2 address the history of golf in a particular country, allowing an understanding of why it has its current industry structures and management characteristics, and allow the discussion of the appropriateness of these in contemporary golf management. More specifically, within Outcomes 1 and 2, the following may be covered:

- ◆ Date of introduction of golf to the country
- ◆ Dates of the first golf course(s)
- ◆ Dates of significant growth periods
- ◆ Significant growth factors including tourism and its growth, affordability of golf, the impact of the popular media, emergence of golfers as global sporting stars, adoption of golf as a lifestyle adjunct
- ◆ Emergence of ‘home grown’ golfing stars
- ◆ Emergence and development of the industry structure and the management structures within it

## **Higher National Unit specification: support notes (cont)**

### **Unit title:** Golf Facility Management: An Introduction

Having identified in Outcomes 1 and 2 the types of facility and the way they are managed, Outcome 3 takes a look at golfers as customers, and should allow discussion of the needs and expectations of different groups of golfers. This should identify and discuss many factors including price, access to information and booking, catering, availability of caddies and buggies, policy on visitors, dress codes, difficulty of golfing challenge, quality of the course, locker room services, retail opportunity and ease of access. Different types of golfer should be identified and their requirements for these range of services should be discussed. Groups of golfers are likely to include:

- ◆ Overseas ‘high paying’ golf tourists
- ◆ General tourists who might play a game of golf while on holiday
- ◆ Home tourists on short golfing breaks
- ◆ Society golf groups
- ◆ Corporate entertainment golf

For Outcome 3 the golf course itself is identified as any golf venue’s major asset – the generator of ‘core business’ – and the characteristics and components of golf courses should be discussed. The routing, hole design, overall length, turf conditions and aesthetics of golf courses should be discussed within the framework of a given set of criteria eg. Alister MacKenzie’s 13 ‘General Principles’. Site visits to a variety of golf courses, and discussion of these, will form the basis for Outcome 3.

### **Open learning**

The unit is suitable for open learning, and could be delivered through use of written materials, electronic materials delivered through the Internet or CD-ROM, and tutor support by telephone, letter, e-mail or managed learning environment. Open Learning candidates would be encouraged to visit local golf facilities to discuss the management of them with appropriate staff. The unit tutor could facilitate this through initial contact and explanation with the facility. Appraisal of any golf course is a visual and ‘hands on’ activity best done by visiting a golf course and walking round it, and this could again be facilitated for an Open Learning candidates, through contract with a local golf course to which the candidate had easy access.

### **Special needs**

This Unit specification is intended to ensure that there are no artificial barriers to learning or assessment. Special needs of individual candidates should be taken into account when planning learning experiences, selecting assessment instruments or considering special alternative Outcomes for Units. For information on these, please refer to the SQA document *Guidance on Special Assessment Arrangements* (SQA, 2001).



## General information for candidates

### Unit title: Golf Facility Management: An Introduction

Have you ever wondered why Scotland has so many golf courses? How about the reasons for the development of the game in Scotland, providing us with the situation we have today? And how do we differ from golf provision in other countries? This unit aims to provide a background to golf here and overseas, and examines some of the factors which have led to Scotland having so much golf. We will also look at the management of the game in Scotland and in other countries, and ask whether it is appropriate to the needs and expectations of both local and visiting golfers. Recognising the importance of the golf courses themselves we will examine the factors which determine the quality of any golf course, through discussion of design styles, routing, turf maintenance and aesthetics in golf course presentation. On successful completion of the unit you will have a knowledge and understanding of the game of golf that will enable you to look critically at many aspects of golf provision.

### Recommended Reading/Book List

Golf Scotland's Game A History of Golf in Britain	David Hamilton	The Partick Press Cassell and Company, London
The Story of American Golf	Herbert Warren Wind	Alfred A. Knopf, New York
The Golf Industry in Scotland: Database of Scotland's Golf Facilities	Robert Price, 1998	
The Management and Marketing of Scotland's Golf Facilities	Robert Price, 2000	
Scotland's Golf Courses	Robert Price	Mercat Press 2002 (2 <sup>nd</sup> Edition)
The Spirit of St Andrews	Alister MacKenzie	Sleeping Bear Press, 1995
The Anatomy of a Golf Course	Tom Doak	Lyons and Burford, 1992
European Golf Report 2003		Golf Research Group 2002